The Commonwealth of Massachusetts

MassHR
Delivering HR Services That Matter

ESC Service Charter Scorecard

10/20/2013-11/30/2013

MassHR
EMPLOYEE SERVICE CENTER

Executive Summary

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Customer Service

- Average wait time was reduced from 19 to 17 seconds, well within the defined SLA target of two minutes.
- Average time to complete a call remained the same from October at 3:58 minutes.
- Email requests represented 12% of total volume.
- Inquiries from CON, EOLWD, and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.

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Service Delivery Overview
October 20 – November 30, 2013

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Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 53,063

Total calls received: 6379

Total tickets opened: 5964

% of Employees served contacting ESC: **12.02**%*

Staffing

Area	Staffing as of 11/30/2013	Staffing as of 10/20/2013
Customer Service/Intake	6	7
Customer Service/Research	5	5
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	31	32

Enabling Technologies

- No Activity

Activities – October

The ESC is currently supporting several activities underway to prepare for upcoming rollouts:

- ePay/eProfile (Release 2) launch set for December 2013

Source: ESC Avaya CMS & COMiT Reports, data from 10/20/13 – 11/30/13
*Note: "% of Employees served contacting ESC" does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement
Service Measures and Targets

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The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.
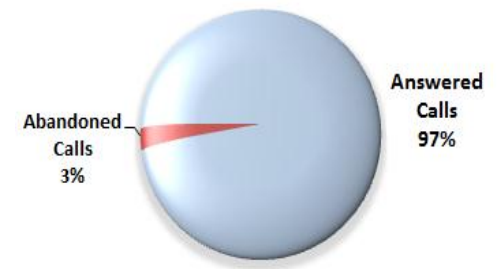
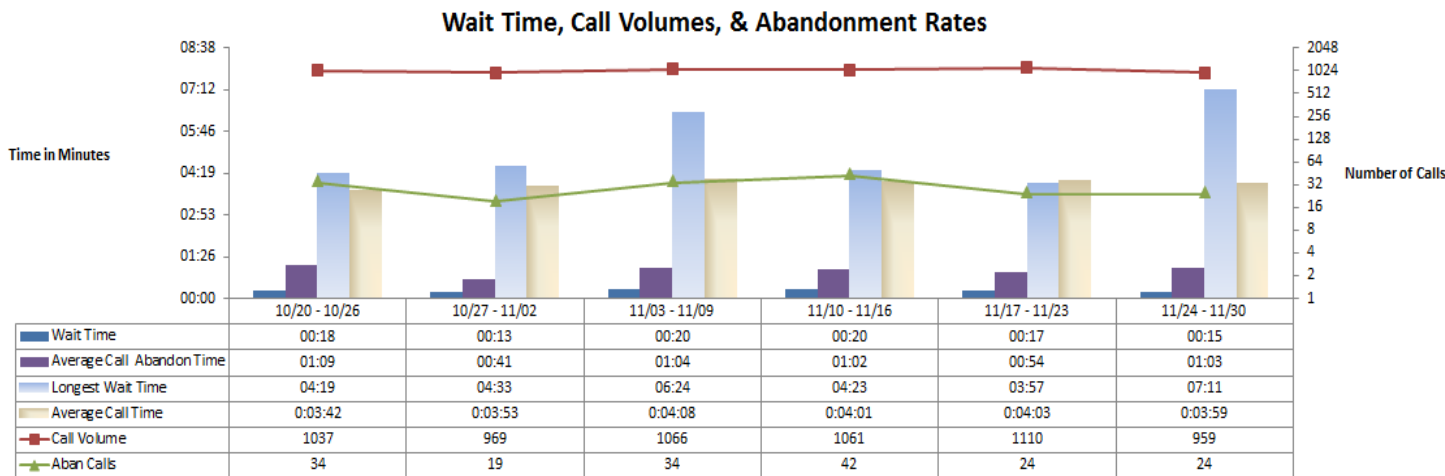| Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time – 1st and 2nd notice • Approvers: Unapproved reported time – 1st and 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice • Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable • Failsafe outreach to Comptroller and Chief HR Officer when applicable	95%
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks

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Inbound Call Data

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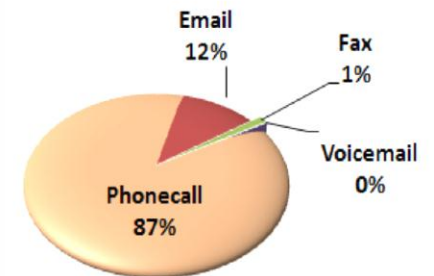| SLA Metric	Target Level	Current Period (10/20/13 to 11/30/13)	Previous Period (09/22/13 to 10/19/13)	November 2012
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:17 seconds	:19 seconds	:21 seconds

Abandoned Calls

Abandoned Calls 3%
Answered Calls 97%

Total = 6,379 calls

Ticket Source

Email 12%
Fax 1%
Voicemail 0%
Phonecall 87%

Total = 5,882 tickets

Wait Time, Call Volumes, & Abandonment Rates

Time in Minutes

	10/20 - 10/26	10/27 - 11/02	11/03 - 11/09	11/10 - 11/16	11/17 - 11/23	11/24 - 11/30
Wait Time	00:18	00:13	00:20	00:20	00:17	00:15
Average Call Abandon Time	01:09	00:41	01:04	01:02	00:54	01:03
Longest Wait Time	04:19	04:33	06:24	04:23	03:57	07:11
Average Call Time	0:03:42	0:03:53	0:04:08	0:04:01	0:04:03	0:03:59
Call Volume	1037	969	1066	1061	1110	959
Aban Calls	34	19	34	42	24	24

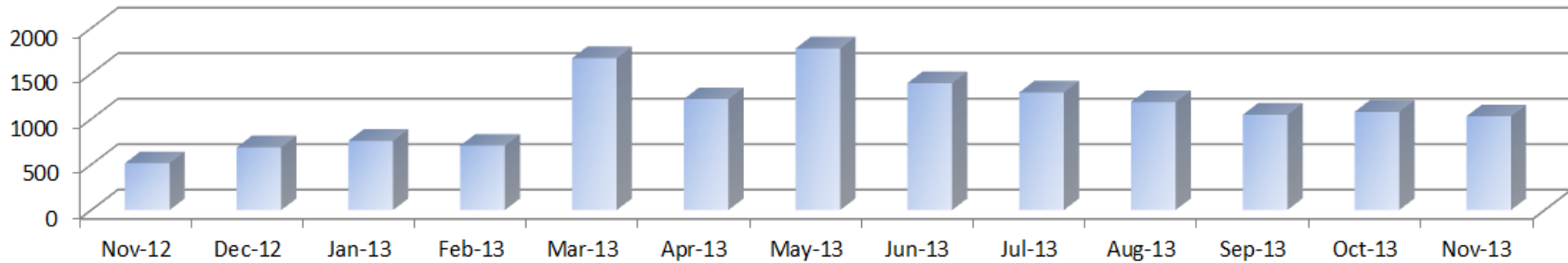**Source:** ESC COMiT & Avaya data from 10/20/13 – 11/30/13.
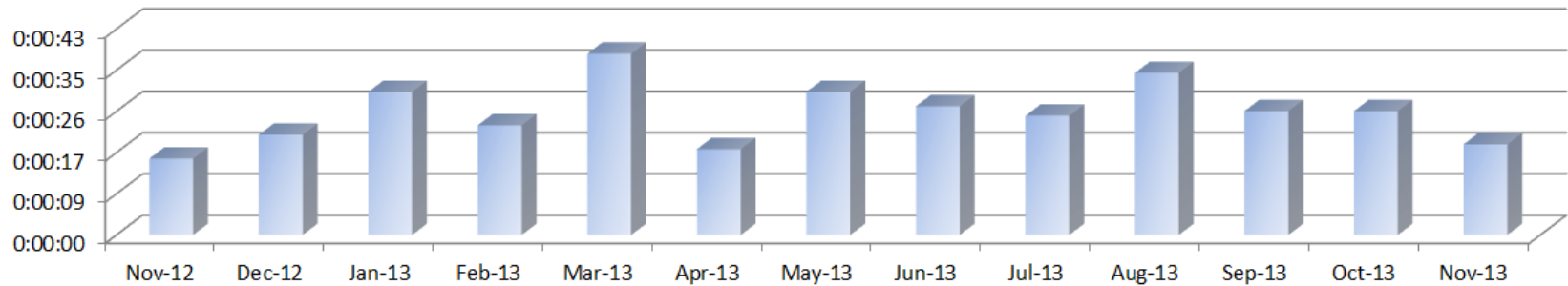*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

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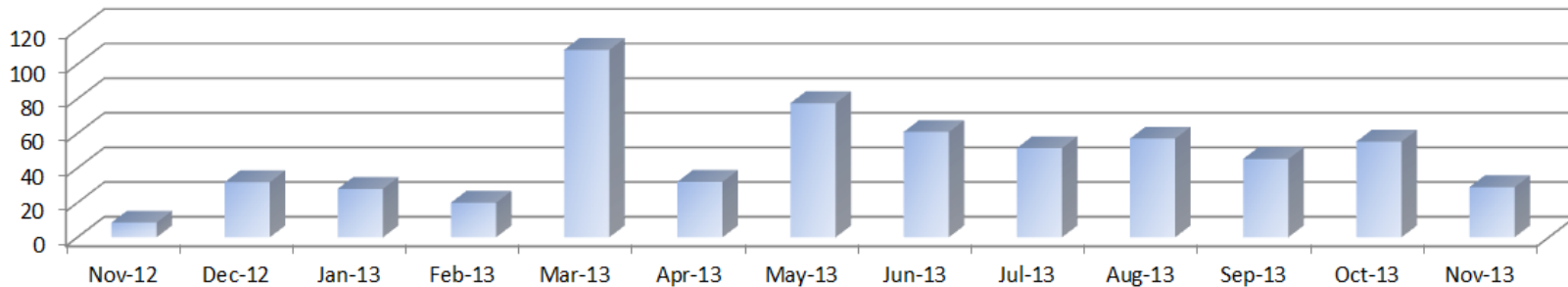
Inbound Call Data – 12 Month Lookback
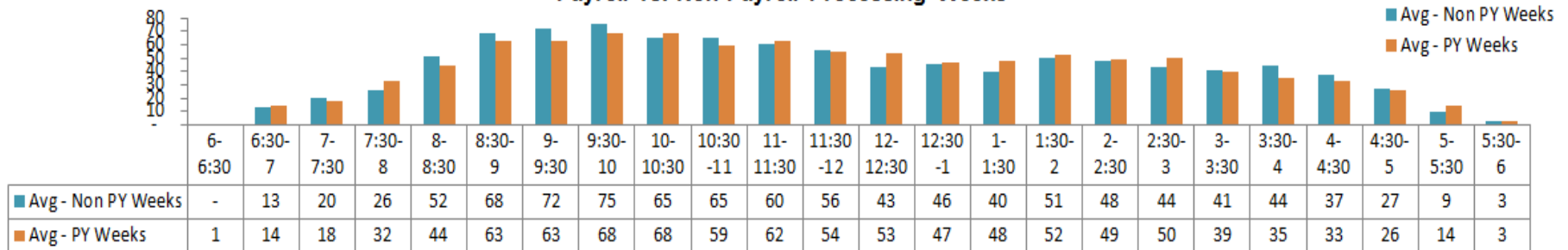

Average Call Volume

Average Wait Time

Average Abandonment Rates

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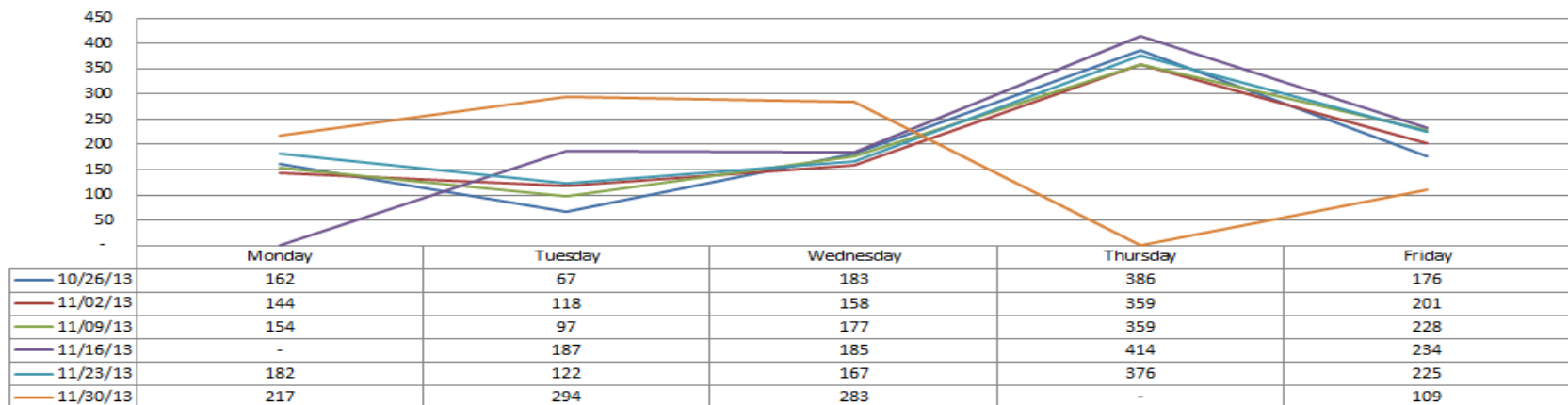
Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Calls by Timeframe
Payroll vs. Non-Payroll Processing Weeks

Legend: Avg - Non PY Weeks | Avg - PY Weeks

	6-6:30	6:30-7	7-7:30	7:30-8	8-8:30	8:30-9	9-9:30	9:30-10	10-10:30	10:30-11	11-11:30	11:30-12	12-12:30	12:30-1	1-1:30	1:30-2	2-2:30	2:30-3	3-3:30	3:30-4	4-4:30	4:30-5	5-5:30	5:30-6
Avg - Non PY Weeks	-	13	20	26	52	68	72	75	65	65	60	56	43	46	40	51	48	44	41	44	37	27	9	3
Avg - PY Weeks	1	14	18	32	44	63	63	68	68	59	62	54	53	47	48	52	49	50	39	35	33	26	14	3

ESC Closed on Thursday, 11/28 due to Holiday

Thursday represents the highest volume due to impact of payroll cycle.

	Monday	Tuesday	Wednesday	Thursday	Friday
10/26/13	162	67	183	386	176
11/02/13	144	118	158	359	201
11/09/13	154	97	177	359	228
11/16/13	-	187	185	414	234
11/23/13	182	122	167	376	225
11/30/13	217	294	283	-	109

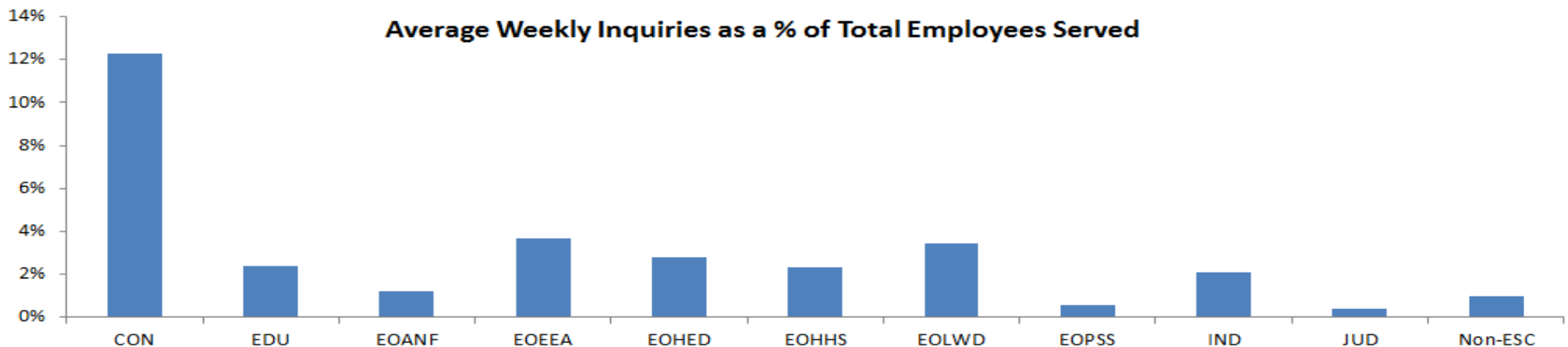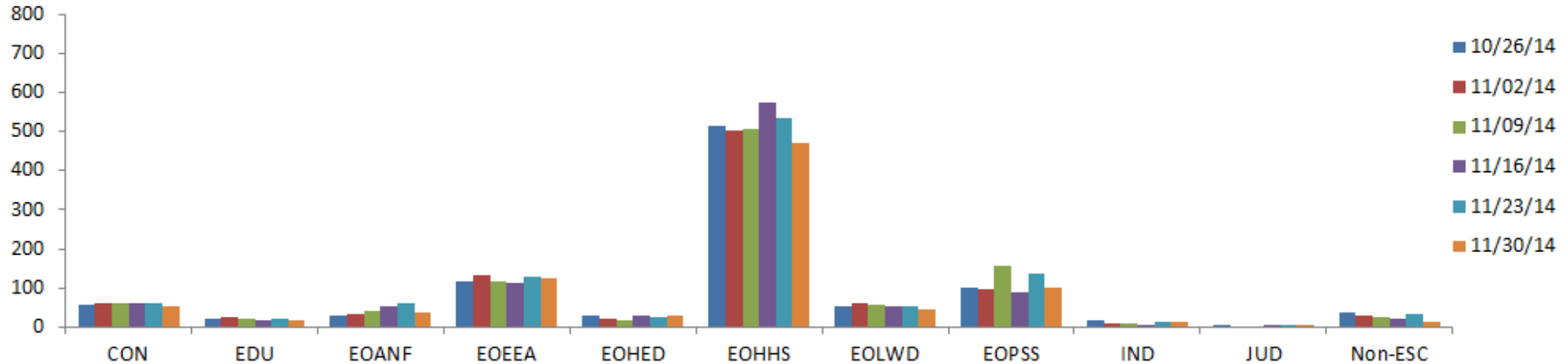**Source**: ESC COMiT & Avaya data from 10/20/13 – 11/30/13.

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Inbound Inquiries by Secretariat

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EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.

Source: ESC COMiT data from 10/20/13 – 11/30/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).
*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.
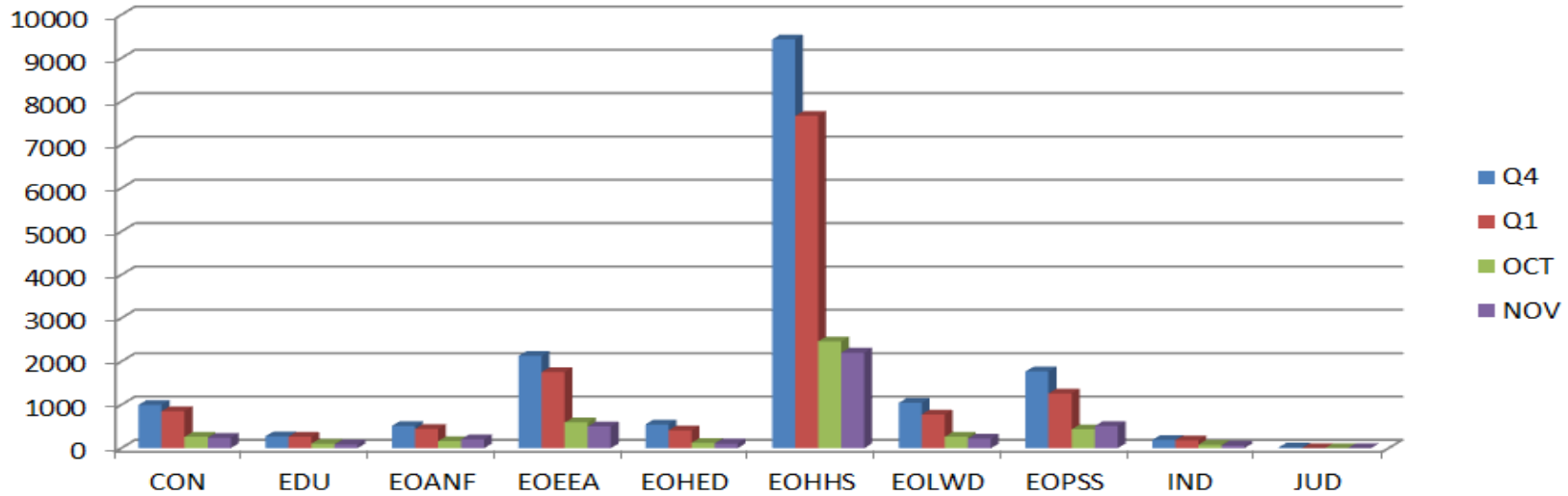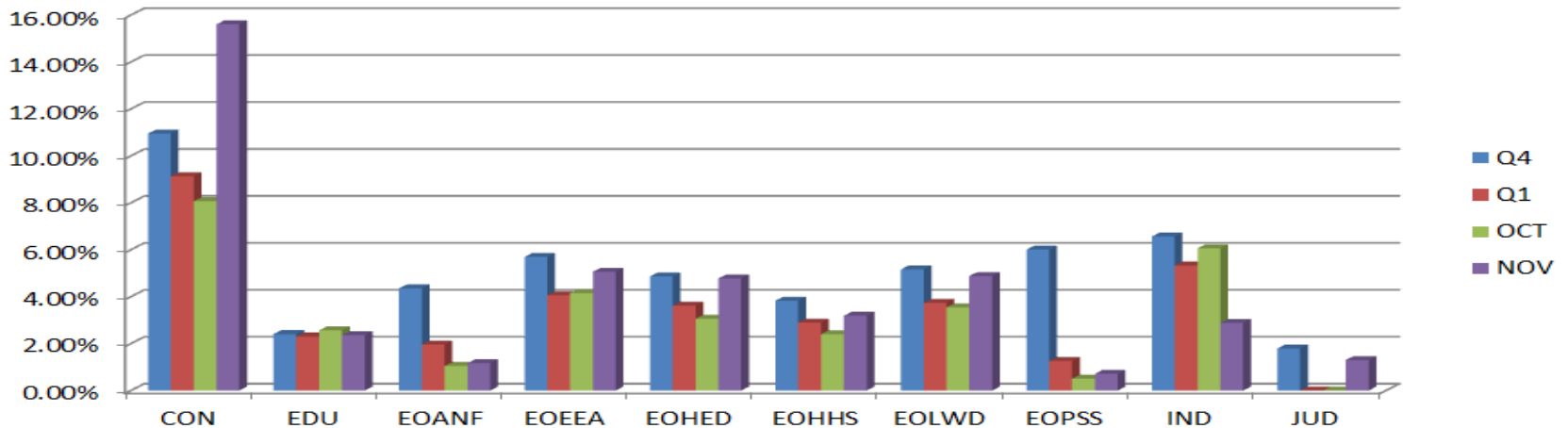
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Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)

Outbound Exception Management Calls
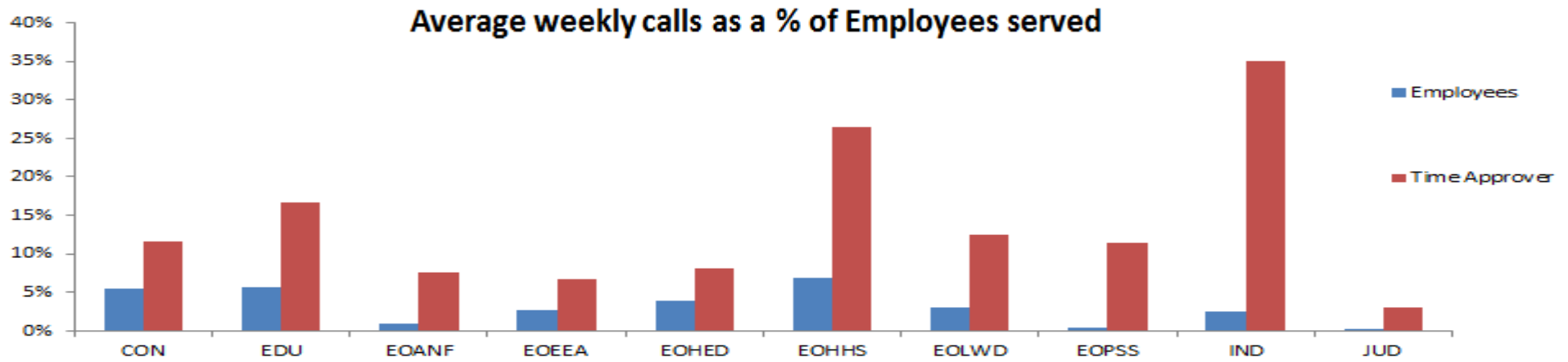
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC. The largest volume of calls within EOHHS were to DMH Agencies.

Outbound Calls

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
10/26/2014	18	22	22	124	26	1381	63	61	11	1
11/2/2014	11	21	21	35	11	699	21	54	1	1
11/9/2014	20	22	19	58	7	954	18	65	7	0
11/16/2014	5	13	15	30	17	453	40	40	12	0
11/23/2014	0	0	1	11	0	355	0	10	2	0
11/30/2014	29	69	17	46	45	1156	28	43	6	0

Average weekly calls as a % of Employees served
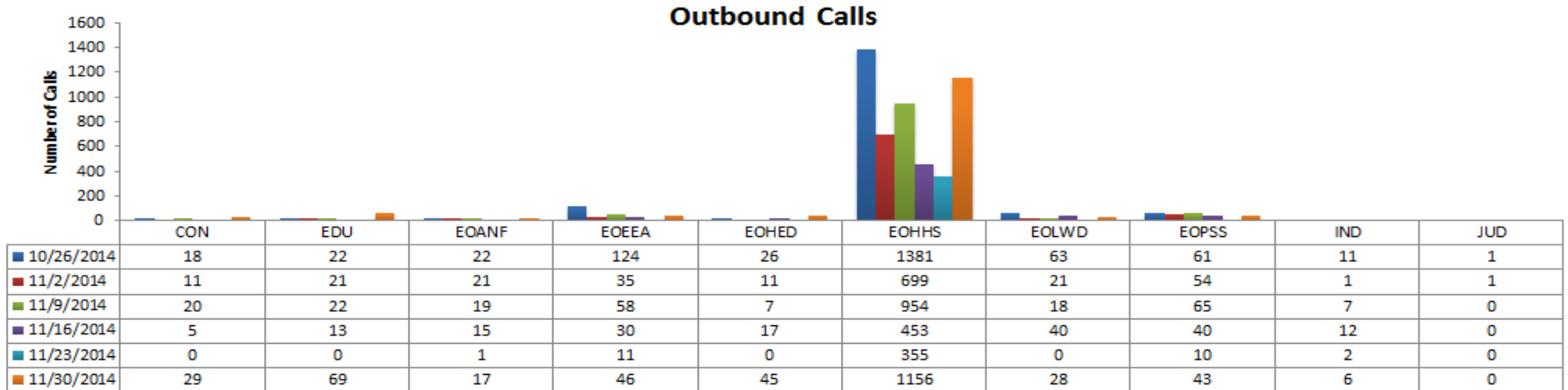
Source: : ESC Exception Management System data from 10/20/13 – 11/30/13. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).
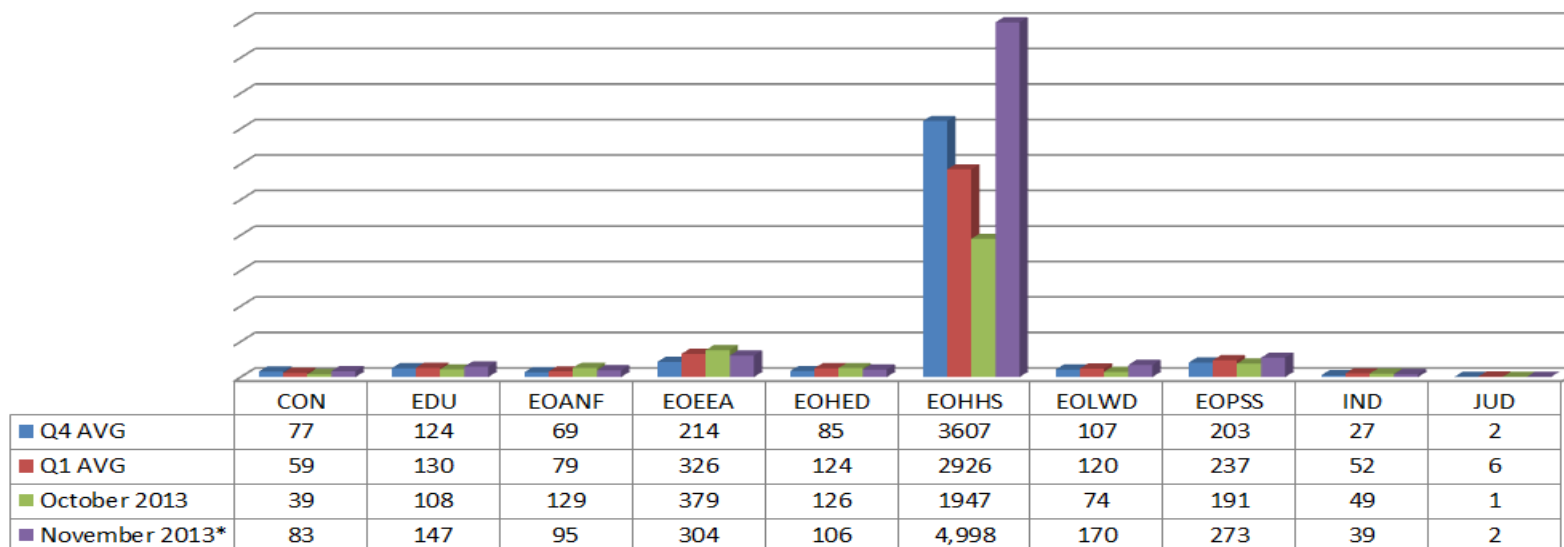
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Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
Q4 AVG	77	124	69	214	85	3607	107	203	27	2
Q1 AVG	59	130	79	326	124	2926	120	237	52	6
October 2013	39	108	129	379	126	1947	74	191	49	1
November 2013*	83	147	95	304	106	4,998	170	273	39	2

*November 2013 represents 6 weeks

Average Monthly Calls as a % of Employees Served
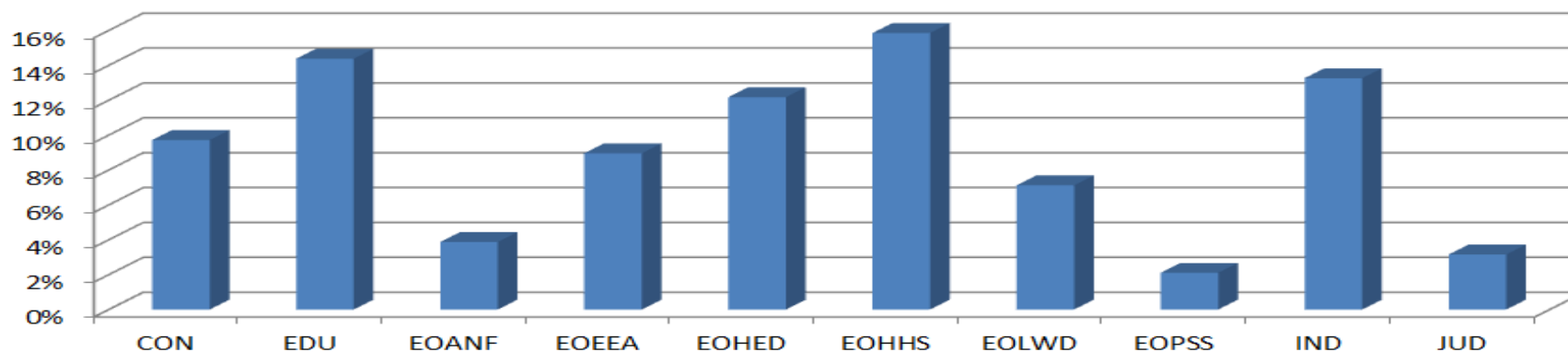
Type of Inquiries Received – Previous Six Months

Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)

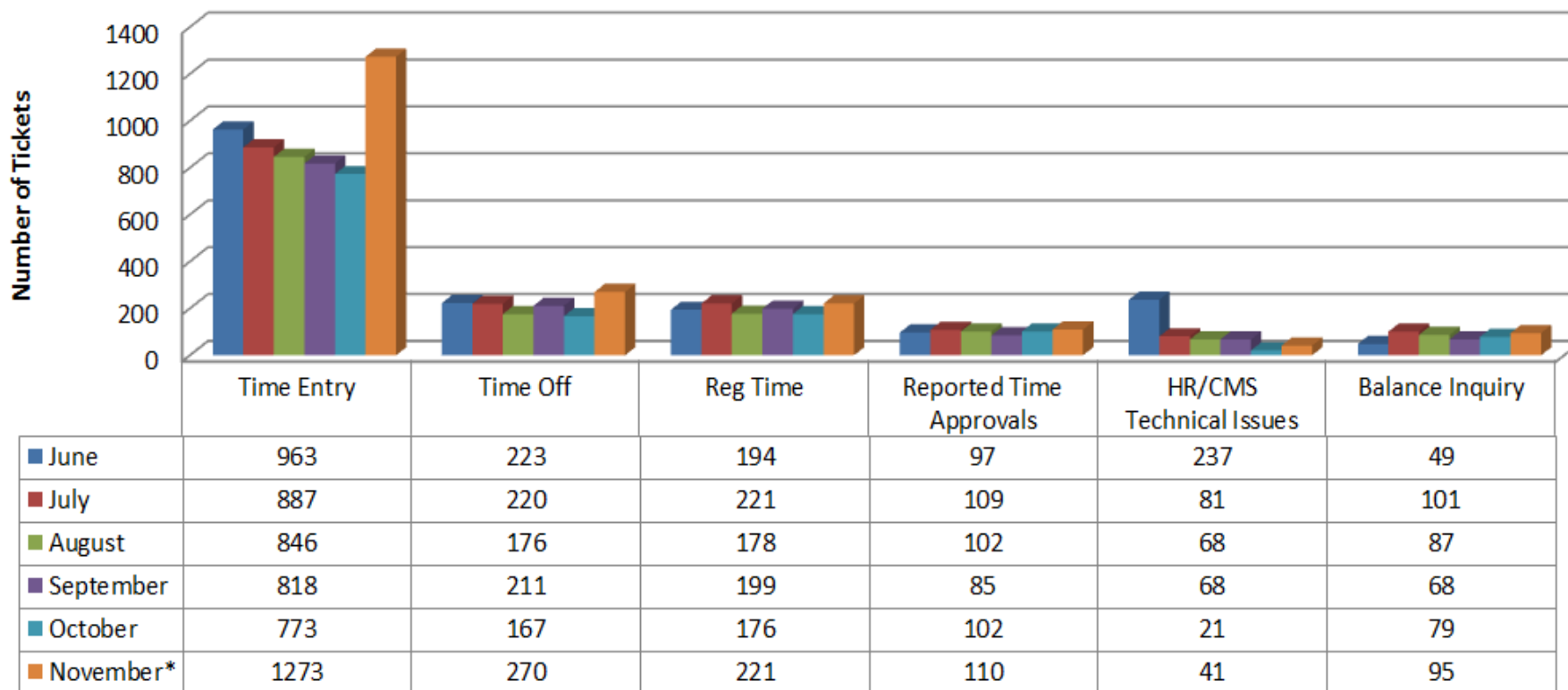|	Time Entry	Time Off	Reg Time	Reported Time Approvals	HR/CMS Technical Issues	Balance Inquiry
June	963	223	194	97	237	49
July	887	220	221	109	81	101
August	846	176	178	102	68	87
September	818	211	199	85	68	68
October	773	167	176	102	21	79
November*	1273	270	221	110	41	95

*November 2013 represents 6 weeks

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Case Resolution Time

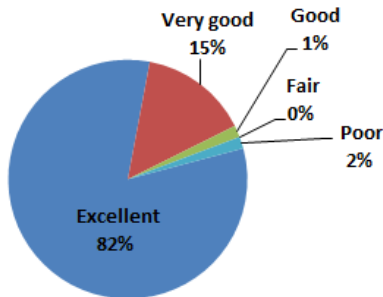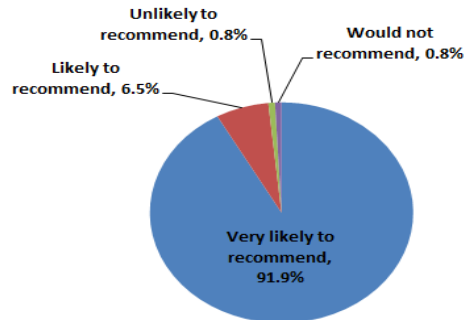| SLA Metric	Target	Current Period (10/20/13-11/30/13)	Previous Period (09/22/13-10/19/13)	Previous Period (08/25/13-09/21/13)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.8%	100.0%	99.8%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 96.6% 3 Days –95.9%	1 Day – 98.02% 3 Days –98.57%	1 Day – 98% 3 Days – 98%

Source: ESC COMiT data from 10/20/13 – 11/30/13

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Customer Satisfaction Survey Results

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SLA Metric	Target	Current Period (10/20/13 – 11/30/13)	Previous Period (9/22/13 – 10/19/13)	Previous Period (8/25/13 – 9/21/13)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	98% rated good to excellent (2.1 % response rate)	94.6% rated good to excellent (2.2 % response rate)	93% rated good to excellent (2.2% response rate)

How would you rate the quality of service you received from the Employee Service Center?

Very good 15%
Good 1%
Fair 0%
Poor 2%
Excellent 82%

How Likely would you be to recomend the employee service center to a colleague?

Unlikely to recommend, 0.8%
Would not recommend, 0.8%
Likely to recommend, 6.5%
Very likely to recommend, 91.9%

Sample Comments:

"Could not be better. My problem was resolved right away."

"Excellent - efficient and courteous."

"I've contacted the ESC with 3 separate issues. All were resolved quickly and efficently."

"I think the customer service is working well."

"Very impressed with how quickly and professionally my request was processed."

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 10/20/13 – 11/30/13.

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SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 10/20/13 – 11/30/13	Previous Period Performance 9/22/13 – 10/19/13	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	17 seconds	19 seconds	⬆
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.8%	100%	▭
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	96.6% within 1 Day and 95.9% within 3 Days	98% within 1 Day and 98% within 3 Days	▭
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	98% rated good to excellent (2.1% responded)	94.6% rated good to excellent (2.2% responded)	⬆
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time - 1st & 2nd notice • Approvers: Unapproved reported time - 1st & 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice • Failsafe outreach to Agy. HR/PY and signatories • Failsafe outreach to CTR and CHRO	95%	100%	100%	▭
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%	100%	100%	▭
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	▭

Review Schedule
Service Charter Scorecard

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Service Month*		Report Available
Start Date	**End Date**	**Report Available**
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

*Note: "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.

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Appendix: Agencies Served

Agencies Served	Employees	Agenceis Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	18	MCB-Mass Commission For The Blind	167
AGR-Department Of Agricultural Resources	102	DPH-Department Of Public Health	3115	MCD-Commission For The Deaf And Hard of Hearing	53
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	173	MGC - Massachusetts Gaming Commission	70
ANF-Eo Administration & Finance	328	DPU-Department Of Public Utilities	143	MIL-Massachusetts National Guard	9749
APC-Appeals Court	124	DSS-Department Of Children And Families	3216	MMP-Massachusetts Marketing Partnership	24
ART-Mass Cultural Council	27	DYS-Department Of Youth Services	876	MRC-Mass Rehabilitation Commission	922
ATB-Appellate Tax Board	19	EDU-Executive Office Of Education	75	OCD-Dept Of Housing And Community	300
BSB-Bureau Of State Buildings	14	EEC-Department Of Early Education	205	OHA-Massachusetts Office On Disability	13
CDA-Massachusetts Emergency Management Agency	97	EED-Executive Office Of Housing & Economic Development	52	ORI-Office For Refugees And Immigrants	21
CHE-Soldiers' Home In Massachusetts	374	EHS - Executive Office of Health and Human Services	1551	OSC-Office Of The Comptroller	130
CHS-Department of Criminal Justice Information Systems	44	ELD-Department Of Elder Affairs	59	OSD-Division Of Operational Services	94
CJT-Criminal Justice Training Council	0	ENE-Department Of Energy Resources	54	PAR-Parole Board	205
CME-Chief Medical Examiner	72	ENV-Executive Office Of Energy and Environmental Affairs	300	POL-State Police	2504
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1651	REG-Division Of Professional Licensure	125
CSW-Commission On Status Of Women	2	EPS-Executive Office Of Public Safety and Security	187	RGT-Department Of Higher Education	75
DCP-Capital Asset Management And Maintenance	378	EQE-Department Of Environmental Protection	829	SCA-Office Of Consumer Affairs And Business Regulations	33
DCR-Department Conservation And Recreation	1344	FWE-Department Of Fish And Game	316	SDA-Sheriffs Department Association	0
DFS-Department Of Fire Services	594	GIC-Group Insurance Commission	55	SEA-Department Of Business And Technology	23
DMH - Department of Mental Health	3488	HCF-Health Care Finance & Policy	120	SOR-Sex Offender Registry	46
DMR -Department of Developmental Services	6889	HLY-Soldiers' Home In Holyoke	379	SRB-State Reclamation Board	152
DOB-Division Of Banks	161	HPC - Health Policy Commission	0	TAC-Department Of Telecommunications	24
DOC - Department of Corrections	5438	HRD-Human Resources Division	145	TRB-Teachers Retirement Board	97
DOE-Department Of Elementary & Secondary Education	538	ITD-Information Techology Division	346	TRE-Office Of The State Treasurer	229
DOI-Division Of Insurance	127	LIB-George Fingold Library	12	VET-Department Of Veterans Service	76
DOR-Department of Revenue	1842	LOT-Lottery And Gaming Commission	406	VWA-Victim And Witness Assistance	17
				WEL-Department Of Transitional Assistance	1571
				Grand Total:	**53063**

Appendix: Inquiries by Agency

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- Note: No inquiries were received for this service month from:

    - VWA

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Education Secretariat Agencies

Number of Tickets by Agency

	DOE	EDU	EEC	RGT
10/26/2013	11	1	9	
11/2/2013	15	3	7	1
11/9/2013	8	4	7	1
11/16/2013	9	2	5	3
11/23/2013	14	2	5	1
11/30/2013	6	2	8	

Inquiry Classifications (Across EDU Agencies)

EOANF Secretariat Agencies

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Number of Tickets by Agency

	ADD	ALA	ANF	ATB	BSB	DCP	DOR	GIC	HPC	HRD	ITD	LIB	OHA	OSD	TRB
■ 10/26/2013		1			1	14	1	2		10	1			8	1
■ 11/2/2013		2	2			15		2	1	19		1		4	1
■ 11/9/2013						28	1		1	5	3			5	2
■ 11/16/2013			2	1	1	25	7	2		10	1	2		2	4
■ 11/23/2013	2		3			27	5	2	2	8	4			5	6
■ 11/30/2013	1				1	28				8			1	3	3

Five tickets were forwarded to Agency HR/Payroll during the period of 10/20/2013-11/30/2013

Inquiry Classifications (Across EOANF Agencies)

Classification	Count
HR/CMS Password Reset	107
Time Entry	79
Balance Inquiry	22
Reg Time	10
Time Off	10
Direct Deposit	7
Training & Navigation	7

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EOEEA Secretariat Agencies

Number of Tickets by Agency

	AGR	ENE	DPU	ENV	EQE	FWE	SRB	DCR
10/26/2013	1	1	9	11	12	5		75
11/2/2013	2	1	10	4	14	4	2	98
11/9/2013	2		6	9	13	6		79
11/16/2013	2	6	5	8	8	7	2	75
11/23/2013	1	2	7	8	25	5	1	78
11/30/2013	2	3	7	11	17	1	2	76

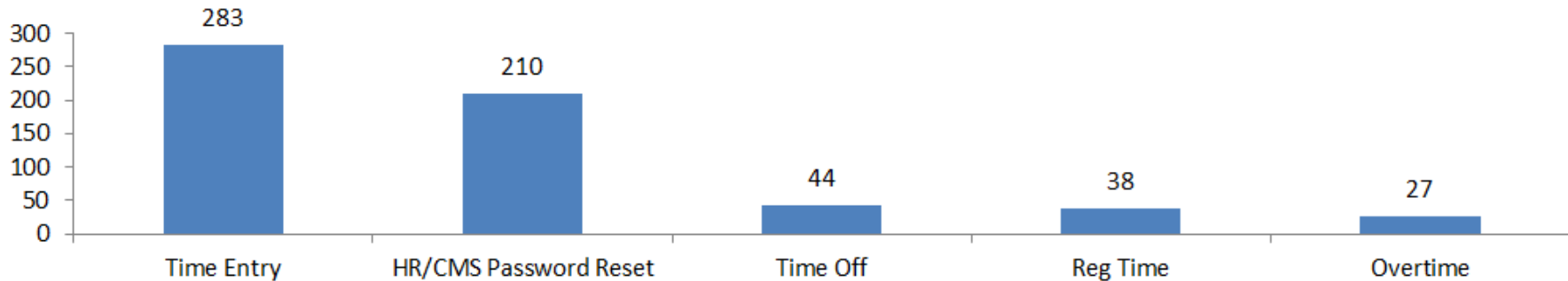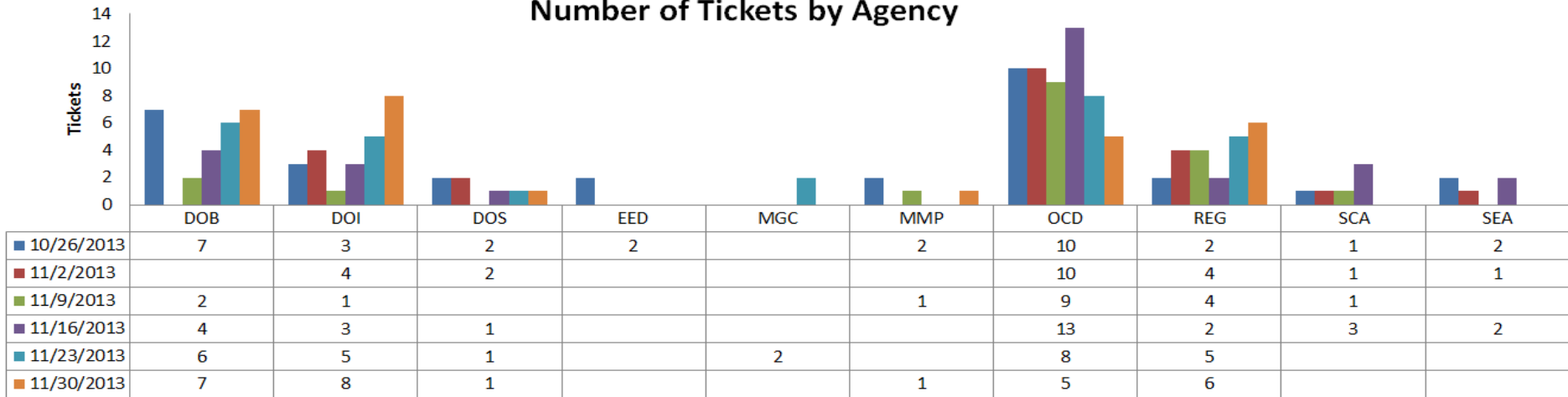**31 tickets were forwarded to Agency HR/Payroll during the period of 10/20/2013-11/30/2013**
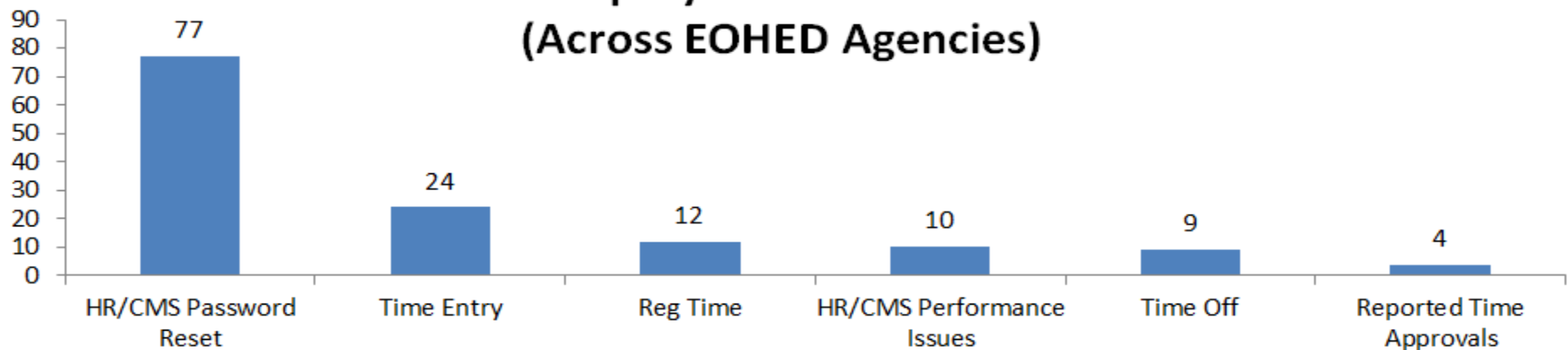
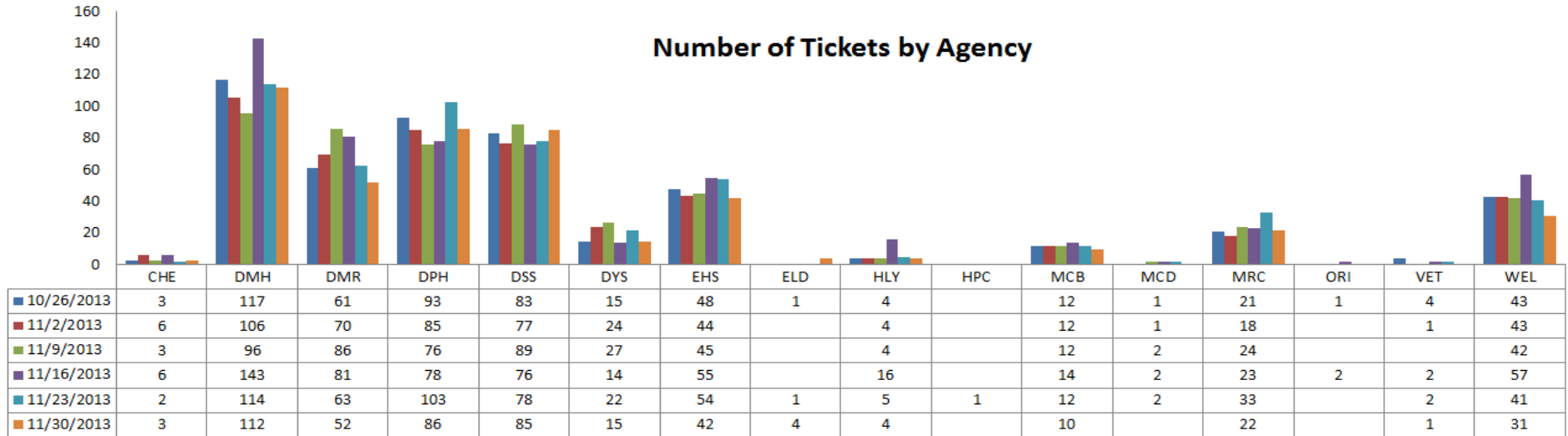## Inquiry Classifications
(Across EOEEA Agencies)

Time Entry	HR/CMS Password Reset	Time Off	Reg Time	Overtime
283	210	44	38	27

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EOHED Secretariat Agencies

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Number of Tickets by Agency

	DOB	DOI	DOS	EED	MGC	MMP	OCD	REG	SCA	SEA
10/26/2013	7	3	2	2		2	10	2	1	2
11/2/2013		4	2				10	4	1	1
11/9/2013	2	1				1	9	4	1	
11/16/2013	4	3	1				13	2	3	2
11/23/2013	6	5	1		2		8	5		
11/30/2013	7	8	1			1	5	6		

Inquiry Classifications
(Across EOHED Agencies)

HR/CMS Password Reset	Time Entry	Reg Time	HR/CMS Performance Issues	Time Off	Reported Time Approvals
77	24	12	10	9	4

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EOHHS Secretariat Agencies

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Number of Tickets by Agency

	CHE	DMH	DMR	DPH	DSS	DYS	EHS	ELD	HLY	HPC	MCB	MCD	MRC	ORI	VET	WEL
10/26/2013	3	117	61	93	83	15	48	1	4		12	1	21	1	4	43
11/2/2013	6	106	70	85	77	24	44		4		12	1	18		1	43
11/9/2013	3	96	86	76	89	27	45		4		12	2	24			42
11/16/2013	6	143	81	78	76	14	55		16		14	2	23	2	2	57
11/23/2013	2	114	63	103	78	22	54	1	5	1	12	2	33		2	41
11/30/2013	3	112	52	86	85	15	42	4	4		10		22		1	31

99 tickets were forwarded to Agency HR/Payroll during the period of 10/20/2013-11/30/2013

Inquiry Classifications
(Across EOHHS Agencies)

Classification	Count
HR/CMS Password Reset	1816
Time Entry	396
Time Off	157
Reg Time	117
Employee Information	80
Training & Navigation	64

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EOLWD Secretariat Agencies

Number of Tickets by Agency

	EOL
■ 10/26/2013	52
■ 11/2/2013	63
■ 11/9/2013	57
■ 11/16/2013	54
■ 11/23/2013	52
■ 11/30/2013	45

Five tickets were forwarded to Agency HR/Payroll during the period of 10/20/2013-11/30/2013
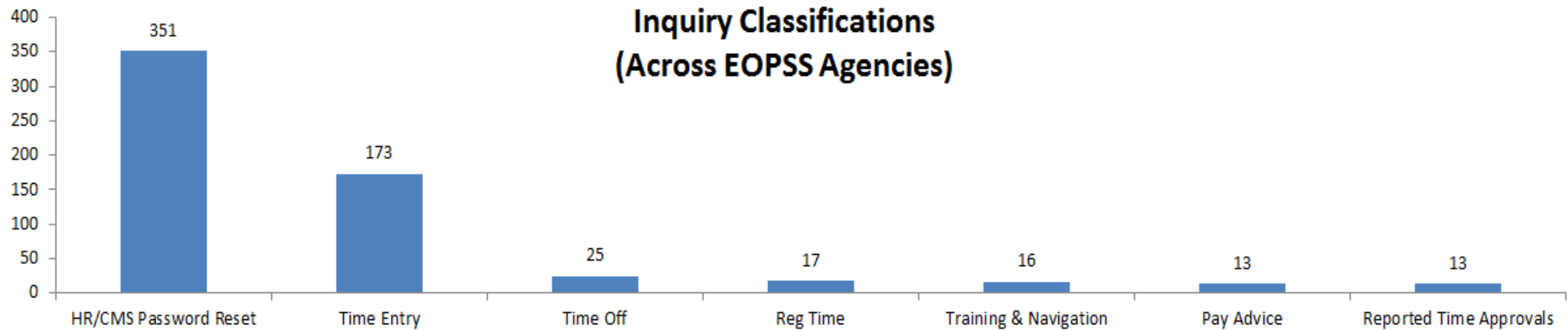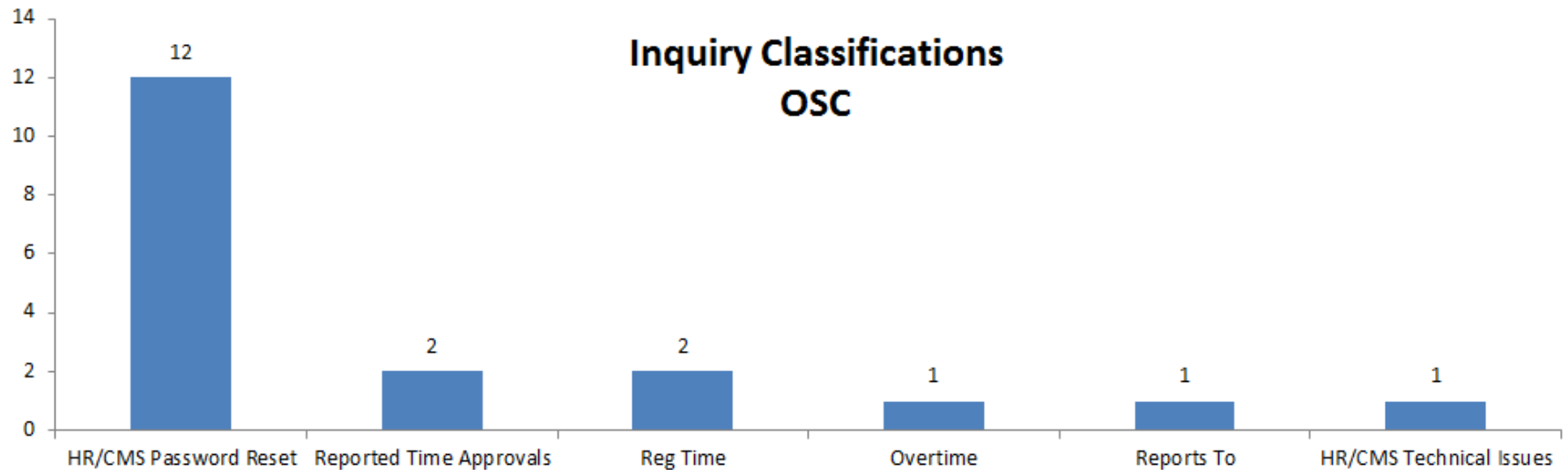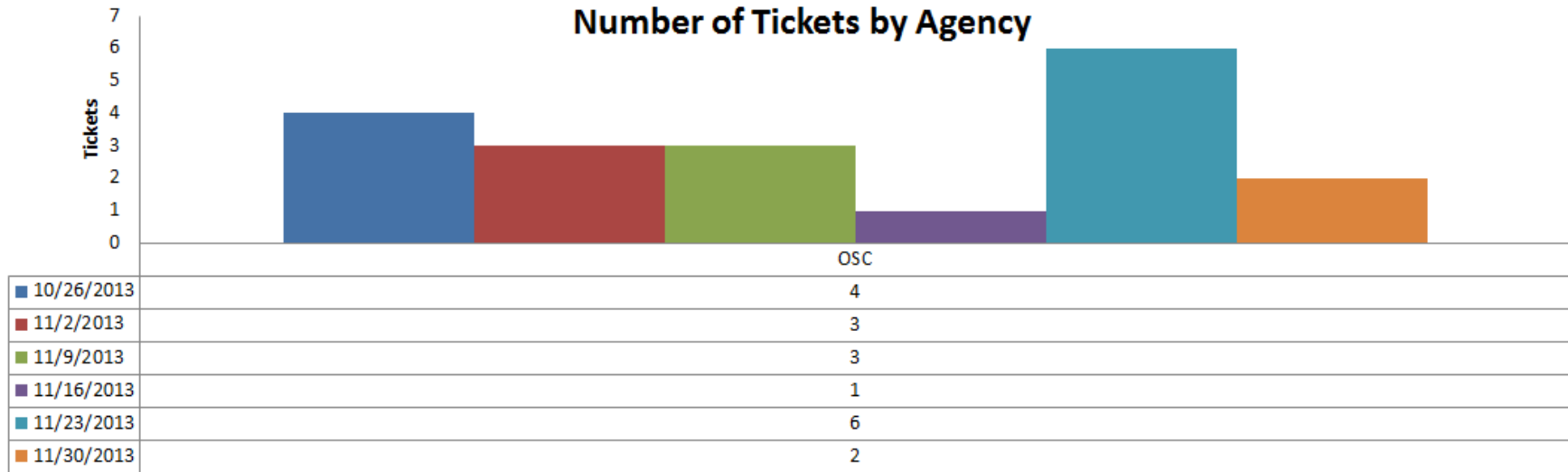
Inquiry Classifications
(Across EOLWD Agencies)

Classification	Count
HR/CMS Password Reset	229
Time Entry	28
Time Off	11
HR/CMS Performance Issues	6
Reg Time	6
Delegations	5
Balance Inquiry	5

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EOPSS Secretariat Agencies

Number of Tickets by Agency

	CDA	CHS	CJT	CME	DFS	DOC	DPS	EPS	MIL	PAR	POL	SOR
10/26/2013	2			4	15	20	2	8	29	9	5	6
11/2/2013	4	2		2	12	21	1	8	29	9	2	5
11/9/2013	6	3		3	14	80	2	7	27	7	5	2
11/16/2013	4	3		6	10	18	1	4	28	9	6	
11/23/2013	8	4		3	18	28		5	36	4	14	15
11/30/2013	3		1	6	16	16		6	30	9	7	7
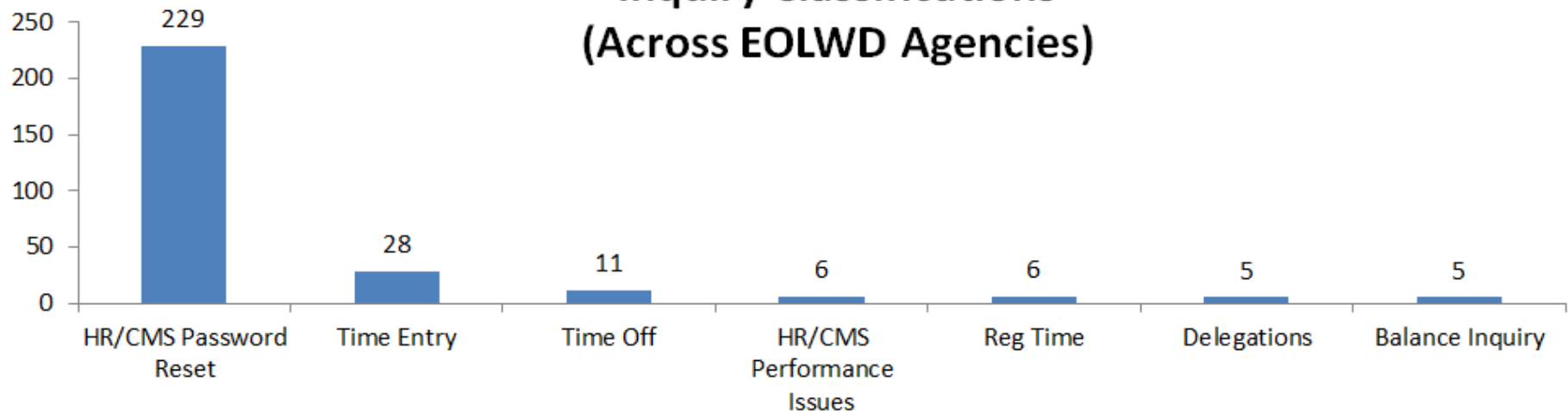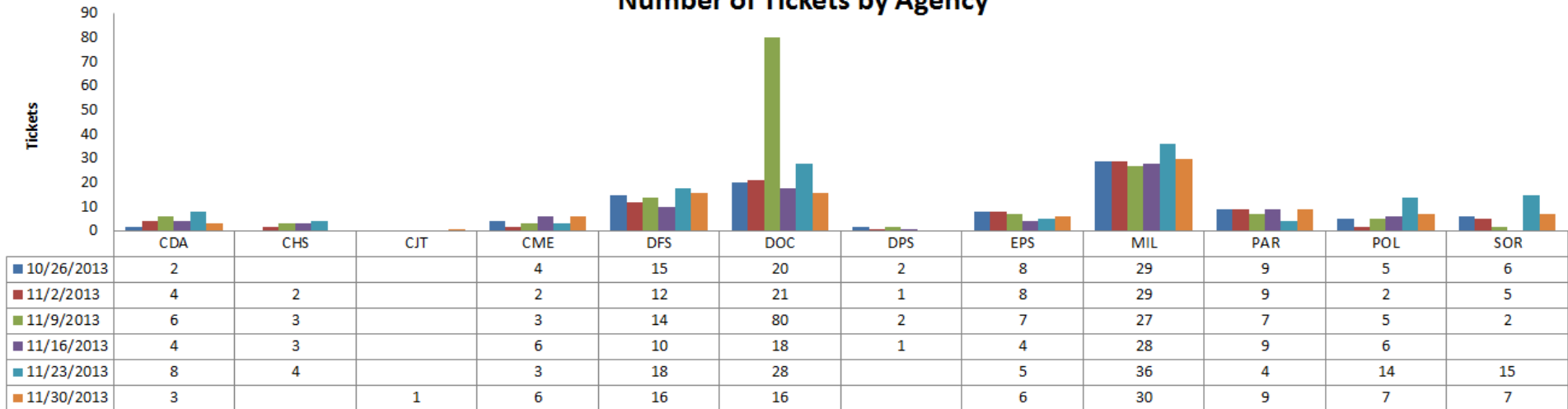
8 tickets were forwarded to Agency HR/Payroll during the period of 10/20/2013-11/30/2013
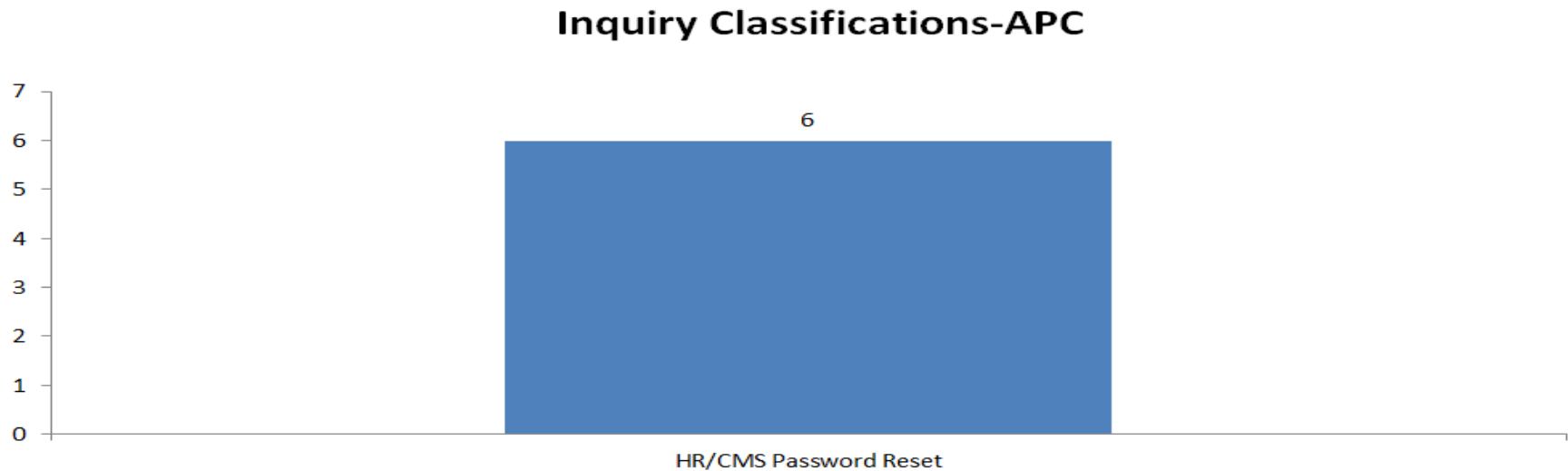
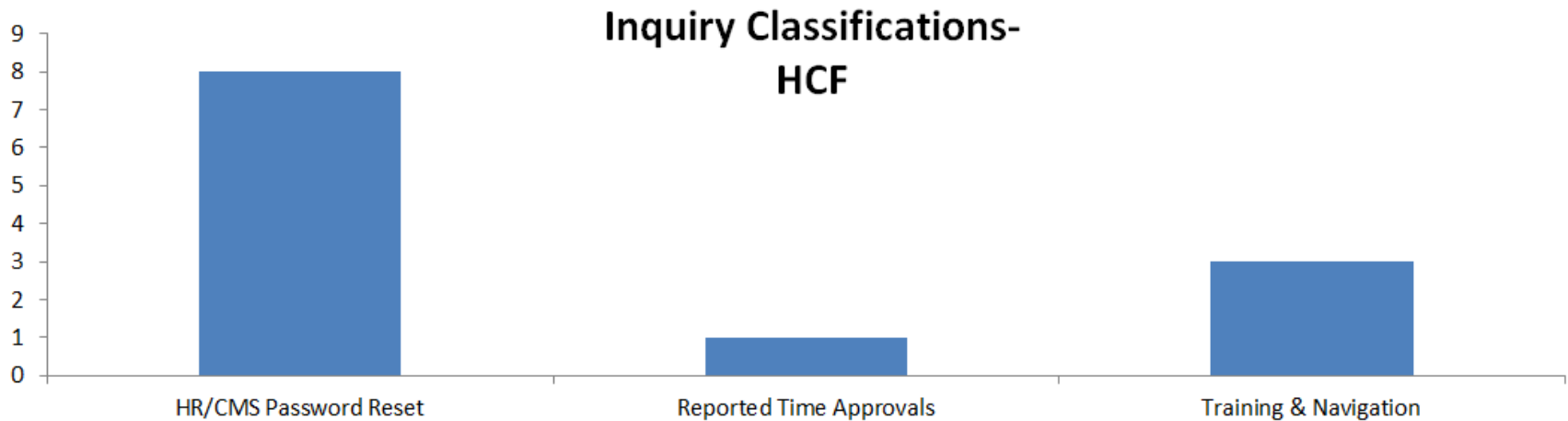**Inquiry Classifications (Across EOPSS Agencies)**

HR/CMS Password Reset	Time Entry	Time Off	Reg Time	Training & Navigation	Pay Advice	Reported Time Approvals
351	173	25	17	16	13	13

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OSC Tickets and Classification

Number of Tickets by Agency

	OSC
■ 10/26/2013	4
■ 11/2/2013	3
■ 11/9/2013	3
■ 11/16/2013	1
■ 11/23/2013	6
■ 11/30/2013	2

Inquiry Classifications OSC

HR/CMS Password Reset	Reported Time Approvals	Reg Time	Overtime	Reports To	HR/CMS Technical Issues
12	2	2	1	1	1

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APC Tickets and Classification

Number of Tickets

	APC
■ 10/26/2013	1
■ 11/16/2013	1
■ 11/23/2013	2
■ 11/30/2013	2

The ESC did not receive any requests week ending 11/02/13 and 11/09/13

Inquiry Classifications-APC
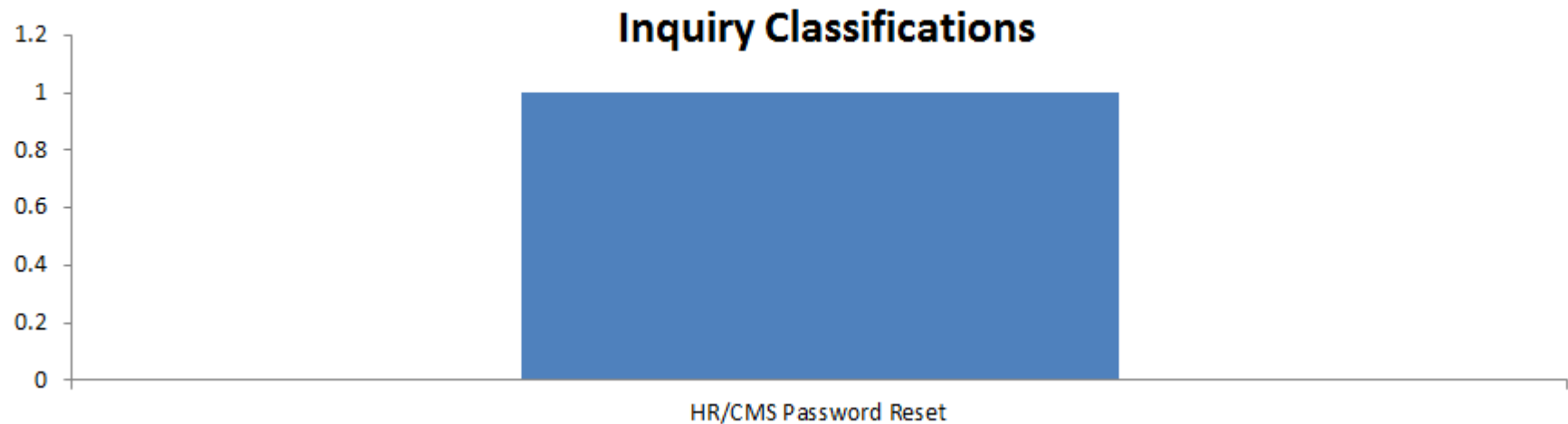
6

HR/CMS Password Reset

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HCF Tickets and Classification

	HCF
■ 10/26/2013	2
■ 11/2/2013	2
■ 11/9/2013	2
■ 11/16/2013	1
■ 11/23/2013	2
■ 11/30/2013	3

Inquiry Classifications- HCF

TRE Tickets and Classification

MassHR
Delivering HR Services That Matter

	TRE
■ 10/26/2013	9
■ 11/2/2013	5
■ 11/9/2013	6
■ 11/16/2013	4
■ 11/23/2013	5
■ 11/30/2013	6

Inquiry Classifications

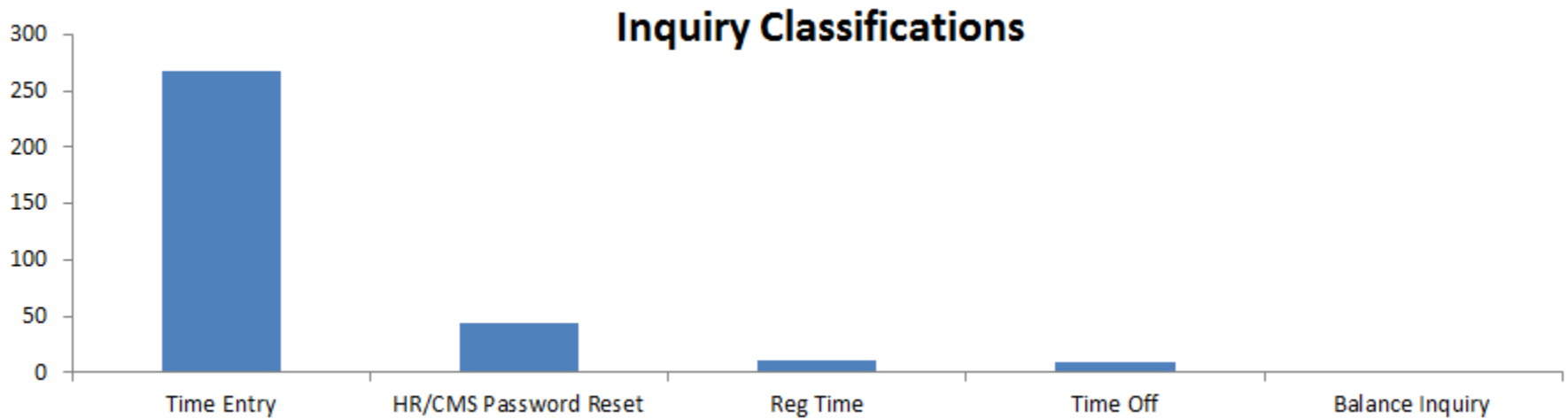

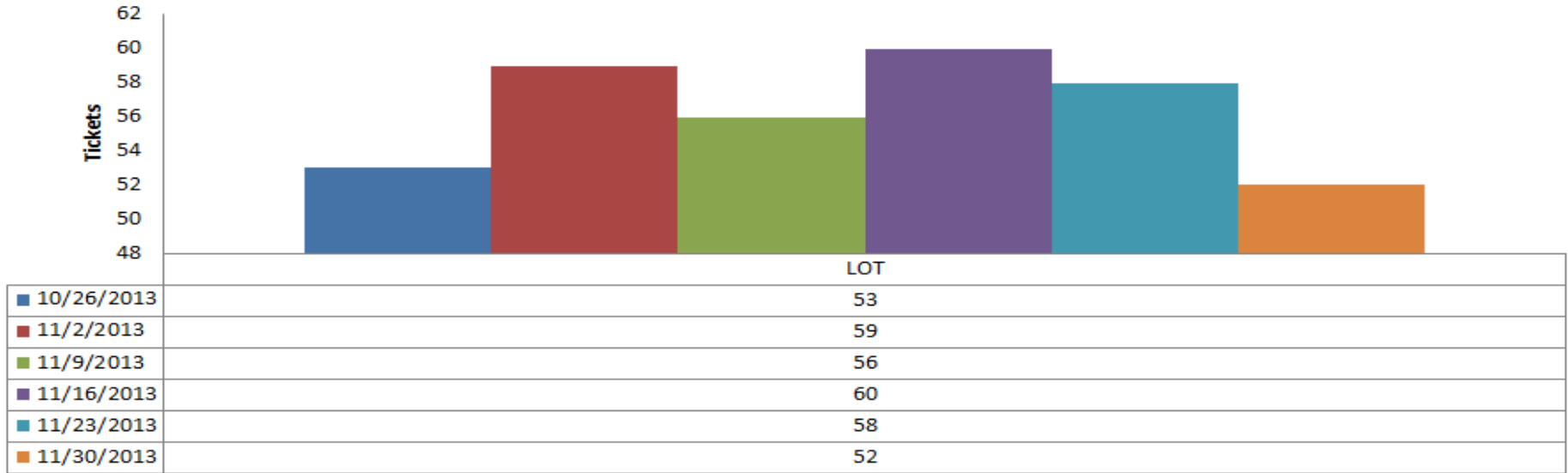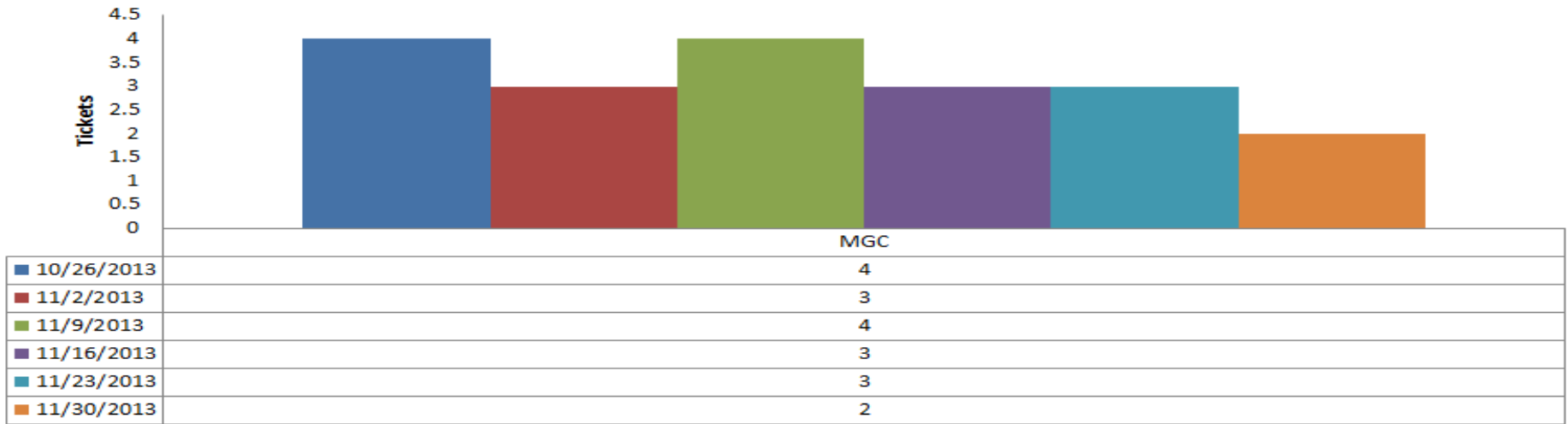The Commonwealth of Massachusetts
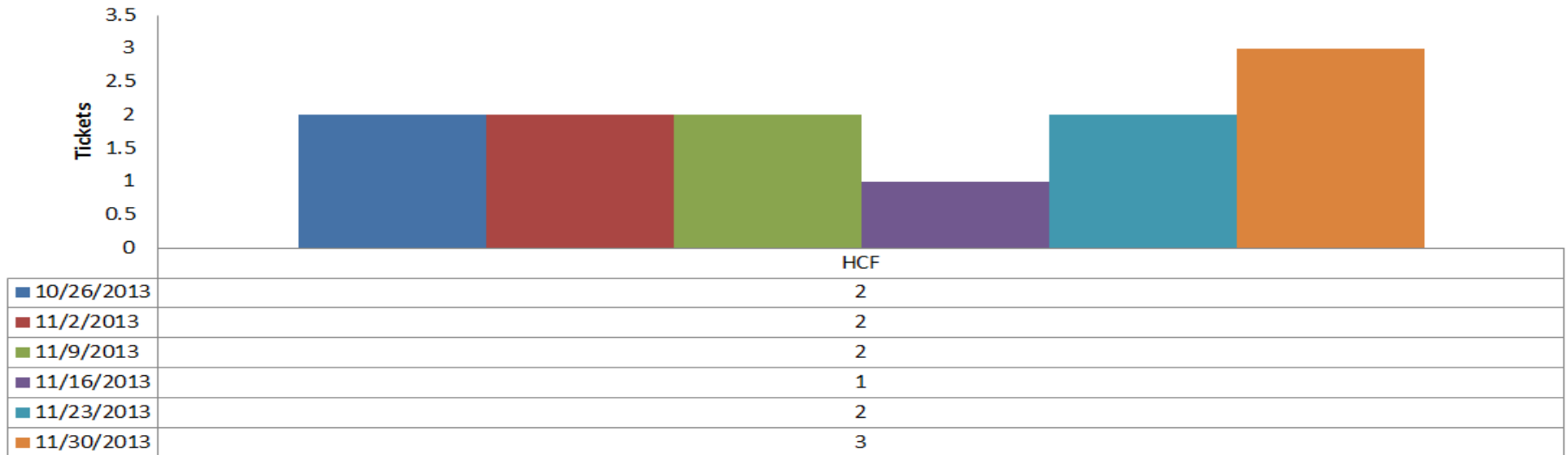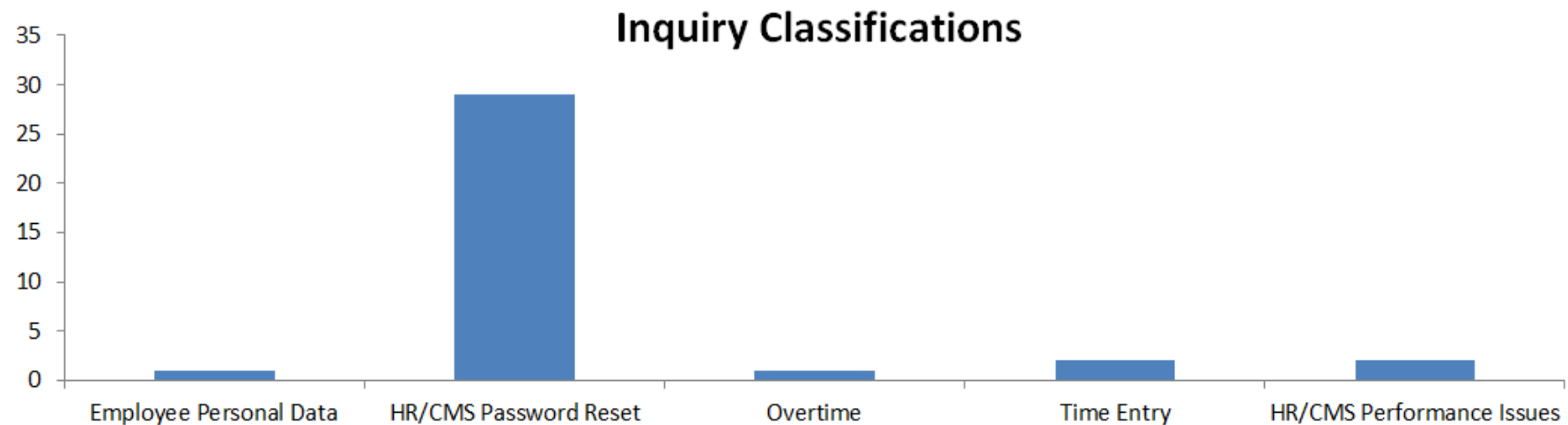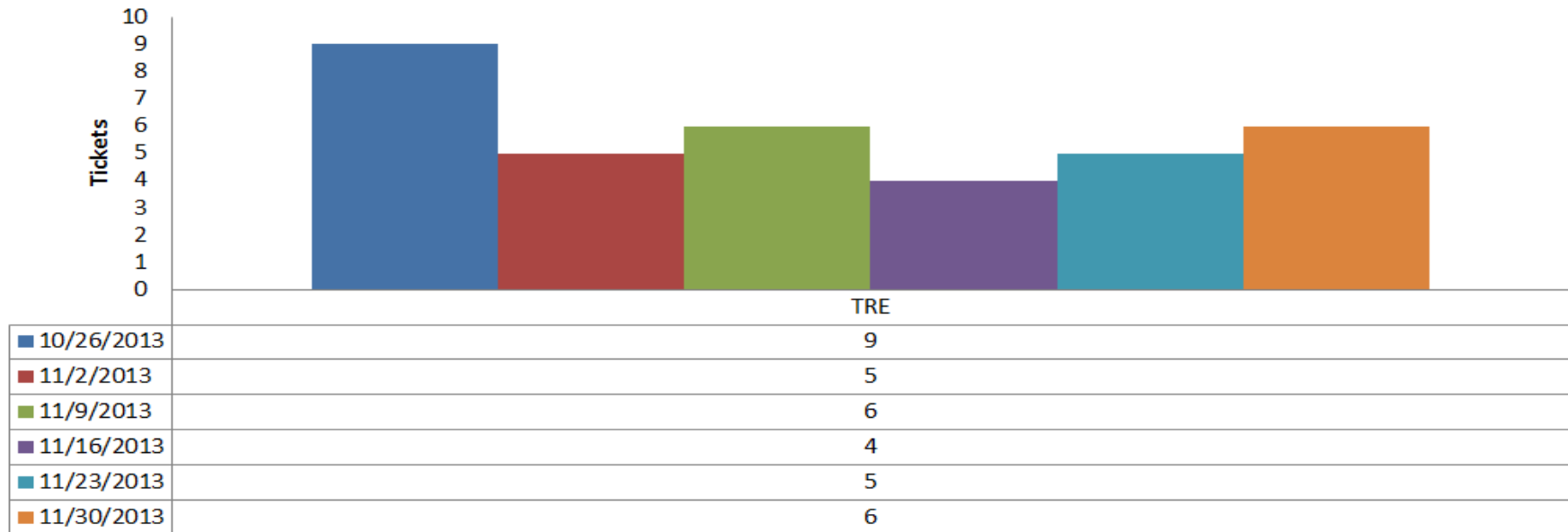
ART Tickets and Classification
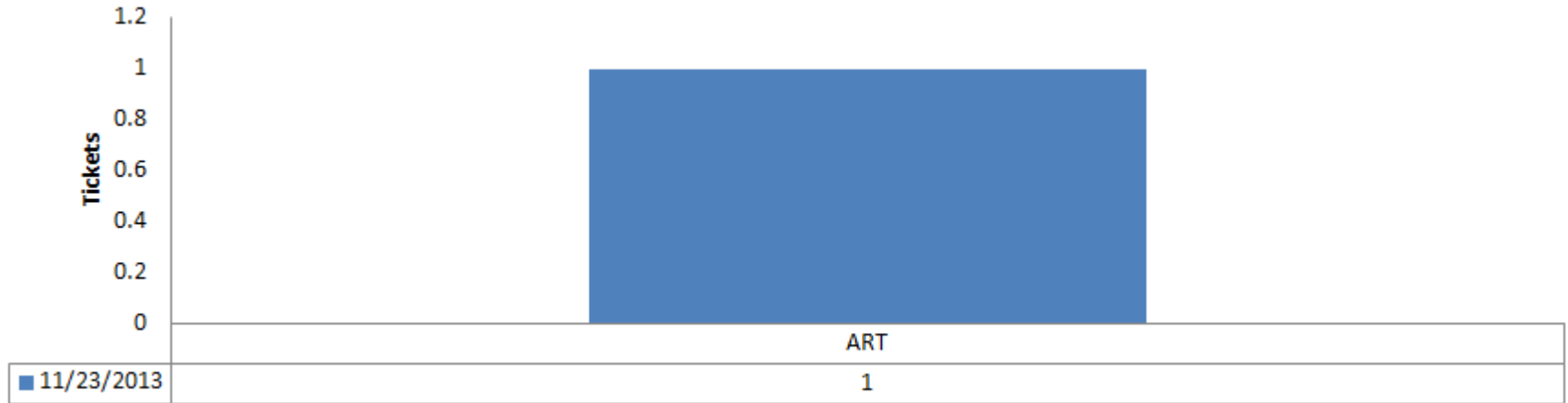
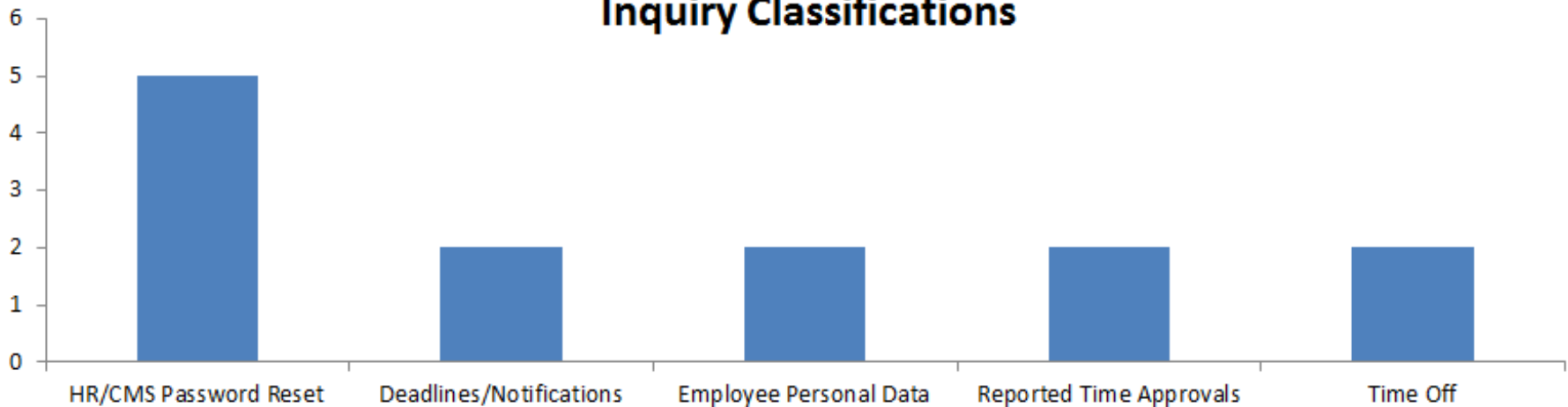The ESC did not receive any requests the weeks ending 11/26/2013, 11/2/13, 11/09/13, 11/16/13, and 11/30/13

LOT Tickets and Classification

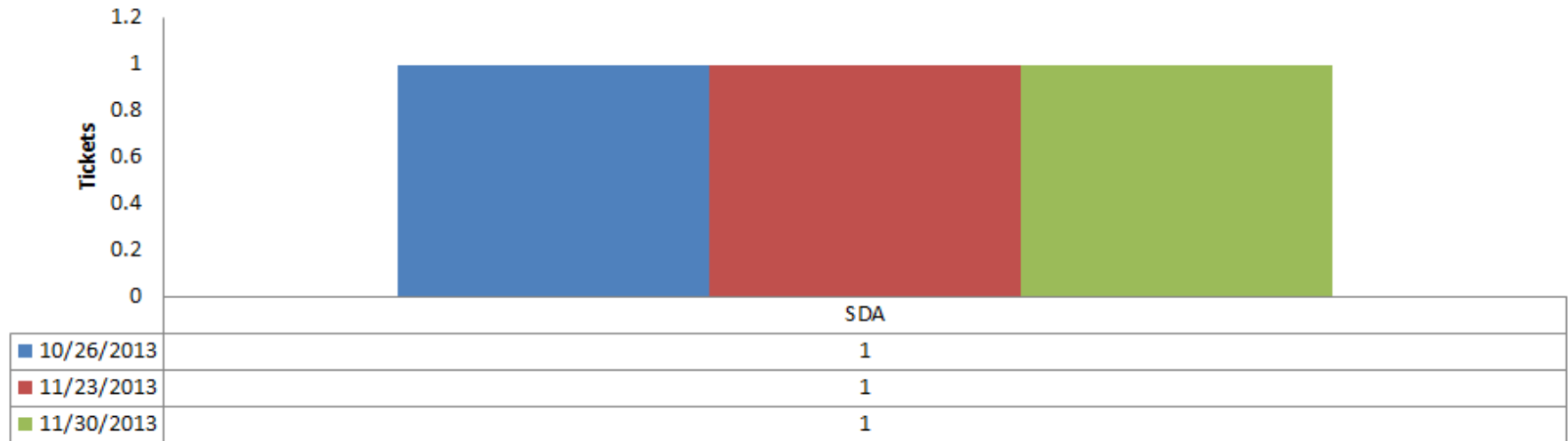|	LOT
■ 10/26/2013	53
■ 11/2/2013	59
■ 11/9/2013	56
■ 11/16/2013	60
■ 11/23/2013	58
■ 11/30/2013	52

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MGC Tickets and Classification

	MGC
■ 10/26/2013	4
■ 11/2/2013	3
■ 11/9/2013	4
■ 11/16/2013	3
■ 11/23/2013	3
■ 11/30/2013	2

Inquiry Classifications

SDA Tickets and Classification

	SDA
■ 10/26/2013	1
■ 11/23/2013	1
■ 11/30/2013	1

The ESC did not receive any requests weeks ending 11/2/13, 11/9/13, or 11/16/13

Inquiry Classifications

Time Entry   Direct Deposit   Reported Time Approvals

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